



 **ARMSTRONG**

CARSON CITY

# AIRPORT

STATEMENT OF INTEREST AND QUALIFICATIONS  
FOR AIRPORT PLANNING SERVICES

June 15, 2018



# ARMSTRONG

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# THANK YOU

FOR CONSIDERING US!

Dear Selection Committee:

Armstrong Consultants, Inc. (Armstrong) is pleased to submit this Statement of Qualifications to provide Professional Airport Planning Services to the Carson City Airport (CXP). Armstrong is an airport-exclusive professional consulting firm specializing in planning, engineering, and construction administration services. We have assembled an exceptionally qualified team with regional project experience and familiarity with your airport.

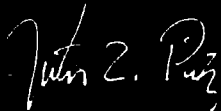
We understand your airport is an integral part of the community and Nevada. We look forward to working as your planning consulting firm to help promote long-term sustainability and economic growth. We will be your aviation partner in helping to achieve the goals and objectives of your stakeholders.

Armstrong has over 45 years of airport knowledge of FAA and NDOT processes, with 29 of those years servicing Nevada communities. Our team currently services 18 airports in Nevada, which allows us to provide insightful and productive services. Our Reno Office, just 25 miles away from CXP, will ensure you receive timely, efficient, and tailored services.

Armstrong's vision is to be the leading, most respected aviation planning, engineering, and construction administration firm in Nevada. We believe that to achieve this goal we need to develop authentic people, support sincere and committed airport sponsors, and provide innovative and cost-effective solutions. We believe by implementing our core values of safety, passion, excellence, integrity in all we do, that we can cultivate genuine and long-term client relationships.

Should you have any questions regarding our submittal, or would like any further information, please do not hesitate to contact me.

Sincerely,



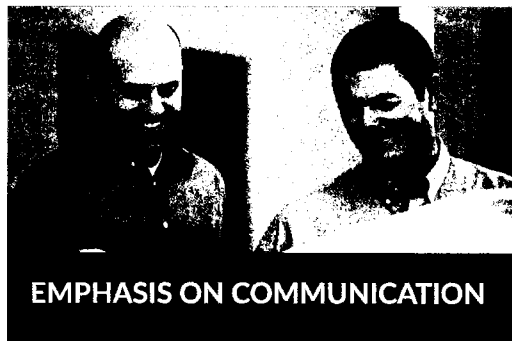
Principal | Planning Manager  
(970) 242-0101  
jpietz@armstrongconsultants.com

# FIRM OVERVIEW

Armstrong prides itself on being a leader in engineering services, specializing exclusively in airports, throughout the Western United States. We believe that as the world of aviation undergoes change, airport staff will require an adaptive, interactive team to lead the engineering and planning process. Armstrong's primary objective is to provide solutions, by collaborating with airport sponsors, to develop successful project outcomes.

Our staff, of nearly 50 people, is comprised of airport planners, engineers, resident inspectors, and support personnel who have dedicated their careers to improving airports. Established in 1973, and serving the airport community exclusively for the last 30 years, our firm has completed over 1,200 projects at more than 130 different airports.

Airport and government representatives repeatedly select Armstrong because of our outstanding record of performance, client satisfaction, and solid relationships with federal, state, and local agencies.



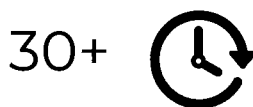
We are available when you need us. Whether discussing project scoping, monitoring investigations, gathering input from the community, or delivering an airport improvement update to stakeholders, we are here for you. Your staff is supported by a team with decades of experience.

Ongoing communication is essential for successful projects. We maintain continuous contact with NDOT and FAA staff to monitor your project progress as well as keep abreast of current aviation issues. We understand that communication will be the foundation upon which we accomplish your goals for CXP.

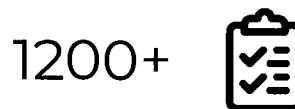
We understand airports from the ground and from 300 feet in the air on final approach. Our team has several pilots on staff, which enables us to incorporate a pilot's perspective into every solution we develop. Our passion and enthusiasm for flying are the motivators behind our core services.



DEDICATED  
AIRPORT  
PROFESSIONALS



YEARS OF  
AVIATION  
EXPERIENCE



AIRPORT  
PROJECTS  
COMPLETED



CURRENT  
NEVADA  
SPONSORS



## WHO WE ARE

As an employee-owned firm, every team member is personally invested in providing you with the best possible service. Our goal is to be a consistent and reliable resource that is available to you.



## OFFICE LOCATIONS

**Nevada Office**  
200 S. Virginia  
8th Floor  
Reno, NV 89501

**Grand Junction Office**  
861 Rood Ave.  
Grand Jct, CO 81501

**Denver Office**  
6855 South Havana St.  
Ste. 635  
Centennial, CO 80112

**New Mexico Office**  
2305 Renard Place SE  
Ste. 210  
Albuquerque, NM 87106

**Arizona Office**  
2345 S. Alma School Dr.  
Ste. 208  
Mesa, AZ 85210



**We provide  
INNOVATIVE  
SOLUTIONS**



**We are  
committed to  
EXCELLENCE**



**We deliver  
HIGH QUALITY  
projects**



**We do it  
ON-TIME and  
ON-BUDGET**

## WE ARE EXCITED ABOUT CARSON CITY AIRPORT

Our job goes beyond putting plans together or writing reports that get placed on a shelf. We are passionate about working with your staff to persevere through every project and build relationships along the way. With our Reno office located a quick 30 minutes away, we truly feel connected to the people and community of CXP.

We believe service produces results, and we will continue to work hard to maximize our services to benefit you. We are committed to collaborating with you every step of the way because ultimately your success is why we love what we do.

## BRANCH OFFICE

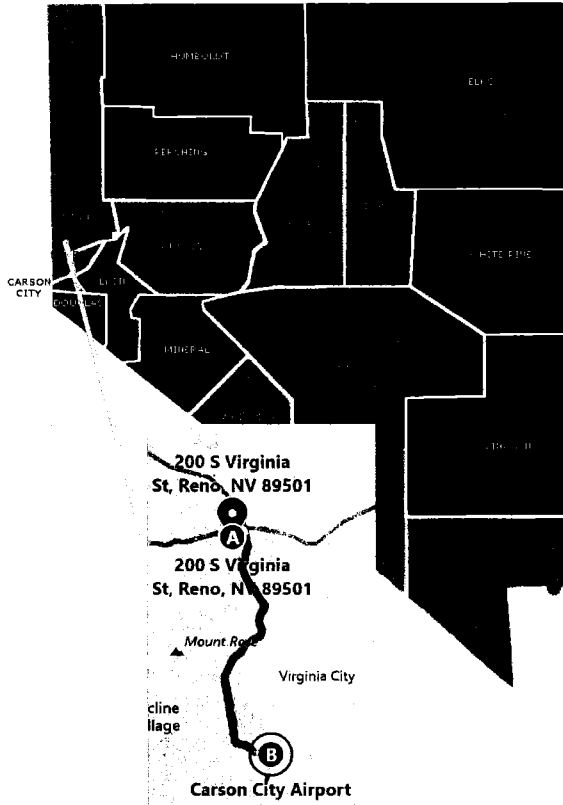
## WE KNOW NEVADA

Our team is focused on providing a committed, responsive, and qualified team for each project, big and small. In addition, to technical engineering design projects, we will provide you with an elevated level of care.

CXP will directly benefit from Armstrong's existing client coverage in Nevada, including neighboring Minden-Tahoe Airport and Silver Springs Airport. We have a proven track record of frequent visits, board meeting attendance, and attendance for anything else needed by the Authority.

Justin Pietz has been personally involved in the successful completion of over 60 projects, at 12 airports in Nevada valued at over \$35 million. His diverse experience offers a broad range of planning skills, with specific expertise in airports.

Mr. Pietz will be supported by John Rostas, C.M. in our Denver, Colorado office and Mike Dikun in our Reno office. Other members of the planning project team are in our Mesa, Arizona office to provide in-person interaction with the FAA's Phoenix Airport District Office. Our 47-member full depth of staff is ready and eager to provide services for CXP.



30 minute drive from  
Armstrong's Reno office.



**MIKE DIKUN, C.M., C.A.E**  
Western Pacific  
Territory Manager

## WE'LL BE THERE WHEN YOU NEED US

Mike Dikun has over 17 years of unmatched experience with Nevada Airports, including; Reno-Stead, Reno-Tahoe, as well as nearby Lake Tahoe Airport. Mr. Dikun currently serves on the NVAA board as Past President and is a founding member of the NVAA legislative committee. He will play an integral role in servicing CXP from Armstrong's convenient Reno location. He will maximize your Armstrong benefits while ensuring you, and your team, receive the highest level of service.

Mr. Dikun will coordinate tasks with the technical support team, by providing fast, proactive, and in-person communication. Additionally, by leveraging his many years of experience operating and managing airports, Mr. Dikun will take an active role in developing construction safety and phasing plans for airport projects that minimize disruption to airport operations and maximize airport safety.

## OUR SERVICES

An Airport Master Plan (AMP) is one of the most important documents for airport management and operations. It will guide future airport growth and development while providing a roadmap for efficiently accommodating aviation demand in the future. Within the last five years, Armstrong has started or completed, seven FAA-funded airport master planning projects at general aviation airports in Nevada. Due to this amount of recent experience, Armstrong has a full understanding of the timeframe and required project elements to successfully accomplish planning at CXP. Armstrong will utilize our experience at similar airports to reduce inefficiencies and develop a fluid project process.

- » Airport Master Planning
- » Airport Layout Plans, including Electronic ALPs (eALP)
- » Airspace Obstruction Analysis
- » Airport Noise Analysis
- » Analyze Thermal and Visual Plume Impacts
- » Aviation Forecasting
- » Benefit-Cost Analysis
- » Capital Improvement Planning
- » Cultural and Historical Resource Reviews
- » Environmental Site Reviews
- » Environmental Studies
- » FAA Aeronautical Surveys
- » GIS Aeronautical Data Collection
- » GIS Airport Planning Tools
- » Government Relations Tools
- » Instrument Approach Procedure Coordination
- » Land Use Compatibility Planning
- » Public Involvement/Consensus Building
- » Special Studies – RPZ Analysis



# OUR FAA FAMILIARITY

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Armstrong typically completes 30 to 40 FAA Airport Improvement Program (AIP) funded projects each fiscal year, including planning, environmental, design, and construction administration projects.

We currently work within three FAA regions and seven Airports District Offices (ADOs), this includes nearly three decades in the Western Pacific Region. Our firm has cultivated strong relationships with each office's personnel and understand their preferences and requirements.

Armstrong staff meets regularly with Kurt Haukohl, State Aviation Manager for Nevada, to stay abreast of current issues within the state. Our solid relationships with the NDOT and FAA have contributed to funding in excess of entitlements at several of our airports, such as Minden-Tahoe and Winnemucca.

In addition to our relationship with NDOT, we also maintain close relationships with the Phoenix ADO staff. With the close proximity of our Phoenix office, and our unrivaled market share of Nevada airports, we are in near-daily contact with the ADO. This relationship has allowed us, over the last five years, to successfully execute over \$30 million worth of AIP projects in Nevada. Our frequent meetings with the ADO will allow us to continue to express your needs and priorities at CXP.

## ARMSTRONG'S FAA AIP PROJECTS

Since 2013, Armstrong has completed 23 Airport Master Plans and 15 Airport Layout Plans throughout the West.



## CARSON CITY AIRPORT (CXP)

### FAA REGION

WESTERN PACIFIC REGION

### AIRPORTS DISTRICT OFFICE (ADO)

PHOENIX AIRPORTS DISTRICT OFFICE

### ADO PERSONNEL

JARED RAYMOND

*Community Planner*

### NDOT STAFF

KURT HAUKOHL

*State Aviation Manager*





# OUR TEAM



**Kurt Haukohl**  
State Aviation Manager

FAA-Western Pacific Region  
**Jared Raymond**  
Community Planner



**Mike Dikun, C.M., C.A.E.**  
Western Pacific  
Territory Manager

IN-HOUSE COLLABORATION



**Justin Pietz**  
Principal  
Airport Planning Mgr.



**Chris Nocks, P.E.**  
Principal  
Engineering Operations Mgr.



**John Rostas, C.M.**  
Airport Planning  
Project Manager



**Allison Thomas**  
Airport Design  
Engineer



**Lisa Bachman**  
Drafting Manager  
Senior Designer

**DRAFTERS**



**Scott Woodrow**  
Field Engineering  
Supervisor



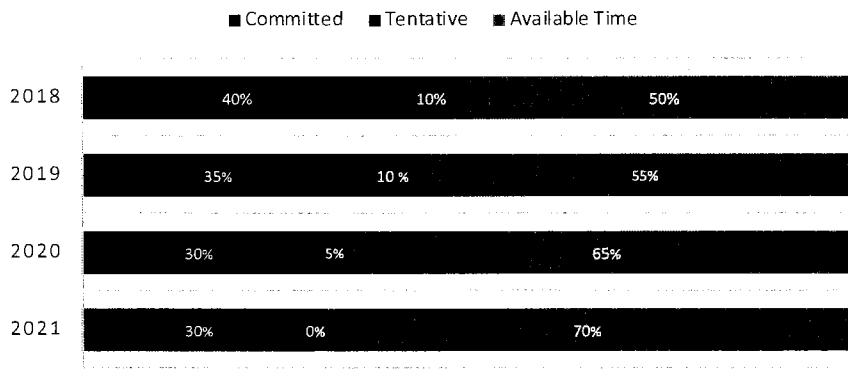
**Jon Thompson**  
Resident Project  
Inspector

**FIELD INSPECTORS**

SUB-CONSULTANT



## CURRENT WORKLOAD



Armstrong is currently in an excellent place to take on the future workload of CXP. With our exceptionally efficient team, we have the capacity to meet all the demands of the Airport Authority and furthermore provide an exceptional level of customer service. Between our Nevada and Colorado offices, we are currently managing 16 planning projects. A deeper look at our workload over the next four years can be seen in the Current Workload graphic.

## SUBCONSULTANTS



HMMH is an international leader in environmental and transportation planning including noise and vibration control, air quality analysis, airport and airspace planning, and sustainable energy solutions. With three offices throughout the country, we serve government and private industry clients with a broad range of innovative and effective solutions.

HMMH provides a range of consulting services to clients related to aviation, highway, rail, transit, bus, industrial, construction, military, recreational, entertainment, and renewable energy projects. Our services encompass everything from sophisticated simulation modeling to customized software tools to program planning and management. Strategic public communication is a key component of our offering; we excel at transforming complex technical issues into concepts that are easy to grasp.

### Aviation Noise

HMMH provides expert assistance on the full spectrum of environmental and planning services to the aviation industry. To date, we have provided our expertise to more than 200 airports worldwide.

HMMH's noise and vibration capabilities range from basic assessments of noise exposure to detailed, innovative technical analyses of unique airport problems. HMMH is a leader in developing noise and land use compatibility plans under Title 14, Code of Federal Regulations (CFR) Part 150 and 161, in the design, specification, and installation of airport Noise and Operations Monitoring Systems (NOMS), in acoustical testing for airport sound insulation programs, and in conducting airport ground noise studies. The firm also tackles the tough challenges of Environmental Assessments (EAs), Environmental Impact Statements (EISs). In addition, HMMH provides comprehensive sound insulation solutions and ground-run-up enclosure designs. HMMH also provides emissions modeling and VALE project funding assistance to airports.





# JUSTIN PIETZ

Principal | Planning Manager

Justin Pietz serves as Planning Manager with Armstrong and supervises the firm's planning staff along with completing a diverse range of airport planning projects. He has 18 years of aviation experience and has completed over 100 master planning and environmental studies at more than 80 airports throughout the western United States. Mr. Pietz was selected by Airport Business Magazine as one of the Top 40 Under 40 aviation professionals of 2013. His areas of expertise include Airport Master Plans, Site Selection Studies, Environmental Assessments, Airport Land Use Compatibility Planning, Aircraft Noise Evaluation, Airport Emergency Plans, Airport Financial Plans and Airport Certification Manuals.

Mr. Pietz produces a variety of planning studies and provides quality control and peer reviews for other planners in the firm. He has developed financial plans for numerous airports addressing concerns related to revenue and expenditure and promoting self-sufficient airport development.

Mr. Pietz is an FAA-licensed private pilot, which enables him to intimately understand airport user needs. His background in aviation safety ensures that safety factors are considered throughout the planning process.

### RELEVANT EXPERIENCE

#### MINDEN-TAHOE AIRPORT | AIRPORT MASTER PLAN

Minden, Nevada (2016) | Project Manager  
Mr. Pietz served as the project manager for this airport master plan. The narrative report provided evaluation for development items in a concise document for quick reference by County officials. Key planning elements included protection for a runway extension, future elimination of taxiway hot spots, and protection of non-aeronautical revenue generation parcels. The master plan also included an extensive evaluation of the future landside development including future hangar, apron and air tanker base development along the east side of the airport. MEV sees over 90,000 annual operations, has over 400 based aircraft, and over 250 based tenants.

#### CANYONLANDS FIELD | AIRPORT MASTER PLAN

Moab, Utah (2015) | Project Manager  
Mr. Pietz was the project manager for the development of this master plan. The AMP for Canyonlands Field, a non-primary commercial service airport, included considerations for recreational pilots and scenic air tour providers, among other users. Key planning elements included a proposed C-II ARC upgrade and crosswind runway evaluation to allow the airport to accommodate a higher volume of larger aircraft, including regional-jet commercial service aircraft.

#### ELY AIRPORT/YELLAND FIELD | AIRPORT LAYOUT PLAN

Ely, Nevada (2015) | Project Manager  
Mr. Pietz served as the project manager for this airport layout plan update. The narrative report provided evaluation for development items in a concise document for quick reference by County officials. Key planning elements included protection for a runway extension, decoupling intersecting runways, and protection of non-aeronautical revenue generation parcels.

#### OTHER NEVADA AIRPORT PLANNING PROJECTS

- Lovelock Derby Field Airport Master Plan
- Panaca Lincoln County Airport Master Plan
- Austin Airport Master Plan
- Silver Springs Airport Master Plan
- Panaca Lincoln County Airport Environmental Assessment
- Winnemucca Municipal Airport Environmental Assessment
- Alamo Airport Environmental Assessment
- Owyhee Site Selection Study and Environmental Assessment

### YEARS OF EXPERIENCE

18 Industry, 14 Armstrong

### EDUCATION

B.S. Aerospace Studies  
Embry-Riddle Aeronautical University

### CERTIFICATION

Private Pilot

### AFFILIATIONS

- Aircraft Owners and Pilots Association (AOPA)
- Arizona Airports Association (AzAA)
- Colorado Airport Operators Association (CAOA)
- Utah Airport Operators Association (UAOA)
- Nevada Airport Operators Association (NvAA)

### CONTACT ME

(970) 255-2014  
861 Rood Avenue  
Grand Junction, CO  
81501  
jpietz@armstrongconsultants.com



# JOHN ROSTAS, C.M.

Airport Planning Project Manager

## YEARS OF EXPERIENCE

5 Industry, 5 Armstrong

## EDUCATION

M.B.A. Business Administration  
Embry-Riddle Aeronautical  
University

B.B.A. Airport Management

B.A. Political Science  
University of North Dakota

## CERTIFICATION

Private Pilot

Certified Member of the  
American Association of  
Airport Executives

## AFFILIATIONS

American Association of  
Airport Executives (AAAI)

Colorado Airport Operators  
Association (CAOA)

Southwest American  
Association of Airport  
Executives (SWAAAE)

## CONTACT ME

(303) 309-8037

6855 South Havana Street  
Ste. 635  
Centennial, CO 80112

[jrosta@armstrongconsultants.com](mailto:jrosta@armstrongconsultants.com)

Mr. Rostas is an Airport Planning Project Manager at Armstrong and has completed projects at facilities ranging from rural general aviation to commercial service airports throughout the western United States. In his role as a planner, he develops Airport Master Plans, Airport Layout Plan Updates, and Environmental Assessments. He obtained a Master of Business Administration from Embry-Riddle Aeronautical University in 2015. He also obtained a Bachelor of Business Administration in Airport Management and a Bachelor of Arts in Political Science from the University of North Dakota in 2013. While in college, Mr. Rostas spent his summers working the docks for a Seattle-based float plane airline. Mr. Rostas is a seven-year member of the American Association of Airport Executives.

## RELEVANT EXPERIENCE

### MINDEN-TAHOE AIRPORT | AIRPORT MASTER PLAN

Minden, Nevada (2016) | Airport Planner

Mr. Rostas was the airport planner for the development of this airport master plan. The airport master plan provided an in-depth evaluation of the airport which serves as a hub for both powered aircraft and gliders. Within this evaluation, recommendations were made to better increase aviation safety and airfield efficiency while balancing the high demand for additional hangar development.

### SILVER SPRINGS AIRPORT | AIRPORT MASTER PLAN

Silver Springs, Nevada (2017) | Airport Planner

Mr. Rostas provided technical investigation, writing, and outreach for the development of this airport master plan. The Silver Springs Airport is located adjacent to the Tahoe Reno Industrial Center and needed a plan to reflect this area's growth potential. Key planning elements included instrument approach procedure development, an airport reference code upgrade, and extensive public involvement.

### CRAIG-MOFFAT COUNTY AIRPORT | AIRPORT MASTER PLAN

Craig, Colorado (ongoing) | Deputy Project Manager

Mr. Rostas is serving as the Deputy Project Manager for the development of this master plan. The AMP is providing stringent analysis of correcting non-standard FAA design conditions to ensure the highest level of safe and efficient operation at the Airport. Additionally, other elements are evaluating visual aid compatibility with surrounding terrain and mitigation of development on environmental features adjacent to the Airport.

### YUMA MUNICIPAL AIRPORT | AIRPORT MASTER PLAN

Yuma, Colorado (ongoing) | Deputy Project Manager

Mr. Rostas is serving as the Deputy Project Manager for the development of this master plan. The AMP is providing solutions towards increasing the primary runway length, implementation of an instrument approach procedure, and alternative methods to maintain airport functionality during construction. Key planning elements include accommodating agricultural spray operations and additional land-side development.

### ALAMOGORDO-WHITE SANDS REGIONAL AIRPORT | AIRPORT ACTION PLAN

Alamogordo, New Mexico (ongoing) | Project Manager

Mr. Rostas is serving as the Project Manager for the Airport's Action Plan. The plan is currently evaluating methods to accommodate the fleet mix change of aerial firefighting operations as they transition towards larger jets and balancing airspace requirements with nearby Holloman Air Force Base. Key planning elements include a taxiway relocation, hangar development, instrument approach enhancements, and accommodation of frequent military training operations.





# MIKE DIKUN, C.M., C.A.E.

Western Pacific Territory Manager

As the Armstrong Western Pacific Territory Manager, Mr. Dikun is currently involved with providing existing airport clients with the benefit of his 27 years of airport management experience, while working to develop new clients from the recently established Reno, Nevada office. Mr. Dikun has experience at FBO's, aircraft modification and repair facilities, Part 139 Certificated airports, and General Aviation airports from New York to California. Throughout his career, Mr. Dikun has demonstrated success in airport development and improvement, the FAA AIP Grant program, project management, enhancing airport revenues and business development, improving airport operational safety and establishing positive airport / community relations.

With Armstrong, Mr. Dikun will use his experience to provide knowledgeable guidance to existing and potential clients on the myriad of subjects that are airport management. This unique perspective is viewed as a significant "value added" to the Armstrong dedication to customer service. Throughout his career, Mr. Dikun has developed excellent working relationships with the local FAA Airport District Office and State Aviation organizations.

## YEARS OF EXPERIENCE

27 Industry, .5 Armstrong

## EDUCATION

B.A. Economics  
Muhlenberg College

## CERTIFICATIONS

Certified Member (C.M.)  
American Association of  
Airport Executives

Certified Airport Executive  
Southwest Chapter AAAE

## AFFILIATIONS

American Association of  
Airport Executives

Southwest Chapter AAAE  
Board of Directors  
2010-2016

Nevada Airports Association  
Immediate Past President  
2016-2018

## CONTACT ME

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200 S. Virginia, 8th Floor,  
Reno, NV 89501

[mdikun@armstrongconsultants.com](mailto:mdikun@armstrongconsultants.com)

## PRESENTATIONS | WORKSHOP | SEMINAR

### ORAL TESTIMONY

"PRESERVATION AND PROMOTION OF GENERAL AVIATION AIRPORTS"  
Wednesday, June 9, 1999 before the House of Representatives  
Subcommittee on Aviation  
Committee on Transportation and Infrastructure, Washington, D.C.

### PRESENTATION

NvAA 2018 Airport Operations and Maintenance at Small Community Airports

July 2008, AAAE Large Hub Winter Operations Seminar  
La Guardia Airport

July 2008, AAAE Northwest Chapter  
Airport Facilities Management Conference and Exposition  
Seattle, WA

November 2008, Airfield Marking Practicum  
Reno, NV

### MODERATOR

SWAAAE Airport Management Short Course  
UAS on Airports January 2015

SWAAAE Airport Management Short Course  
Airport Operations and Maintenance January 2018



# CHRIS NOCKS, P.E.

Principal | Engineering Operations Manager

Joining Armstrong in 2010, Mr. Nocks is responsible for the design and project management of a variety of airport projects. His duties include engineering designs, preparation of construction plans and specifications, cost estimating, writing project design and final reports, preparation of grant applications, and capital improvement programs. Additionally, as Engineering Operations Manager, Chris is responsible for managing the production of a staff of 12 engineers.

Prior to joining our professional engineering design team, Mr. Nocks served as a Captain in the U.S. Air Force. He was assigned to the 28th Civil Engineer Squadron, 28th Bomb Wing, Ellsworth Air Force Base, South Dakota as Chief of Operations Support. He deployed twice during this assignment in support of Operation Iraqi Freedom and Operation Enduring Freedom. During his first deployment, he served as Project Manager for seven months on 28 projects valued at over \$6 million at Al Dhafra Air Base, United Arab Emirates. Mr. Nocks also served as the Military Construction Program Manager for U.S. Forces - Afghanistan for six months during his second deployment, and developed a construction program worth over \$8 billion to support current and future mission requirements in Afghanistan. The construction program included more than 150 miles of supply routes, five new runways, housing for over 50,000 troops, life support, and medical, command, and control facilities.

## RELEVANT EXPERIENCE

### MINDEN-TAHOE AIRPORT | REHABILITATE TAXIWAYS E, F, G, AND APRON

Minden, Nevada (2016) | Project Manager

Mr. Nocks currently manages all engineering projects at this airport. He has overseen engineering design for taxiway reconstruction, taxiway overlay, pavement rehabilitation, apron rehabilitation, lighting upgrades, and the installation of a perimeter fence. Mr. Nocks managed the full-depth reconstruction of two taxiways and an apron, overlaying of two taxiways, and pavement rehabilitation in multiple locations at the airport. Additionally, the 30,000-linear-foot fence was designed to prevent wildlife incursion into the airport operations area and discourage unauthorized access to the airfield by people and/or vehicles. That project included special considerations for gate access and security control.

### ERIE MUNICIPAL AIRPORT | SNOW REMOVAL EQUIPMENT (SRE) BUILDING

Erie, Colorado (ongoing) | Quality Control

Mr. Nocks is providing quality control for the construction of an SRE building west of the FBO Hangar, abutting the north ramp. The building includes two storage bays. This project also encompasses the construction of a gravel driveway on the backside of the building, along with utilities including natural gas and electricity. A 60-foot by 25-foot asphalt approach will also be designed to meet loading standards and connect the building to the ramp. The estimated construction period for this project is 90 days.

### WINNEMUCCA MUNICIPAL AIRPORT | CONSTRUCT TAXIWAYS E AND A5

Winnemucca, Nevada (2017) | Project Manager

Mr. Nocks managed the design and construction of two new taxiways at this site. The upgrade included a mid-field connector taxiway and a taxiway connecting the hangar area to the main taxiway. These pavement projects comprised an estimated total of 2,200 lineal feet and were designed to accommodate aircraft up to 30,000 pounds. Additional tasks associated with this contract included lighting installation, pavement and edge marking, replacement of three existing supplemental wind cones, and compliance with FAA signage requirements.

## YEARS OF EXPERIENCE

14 Industry, 7 Armstrong

## EDUCATION

M.S. Engineering Systems  
Civil Engineering  
Colorado School of Mines

B.S. Geological Engineering  
Colorado School of Mines

USAF Civil Engineer  
Officer Training  
Air Force Institute of  
Technology

## LICENSES

Professional Engineer:  
CO, NV, WY, MT, ID, UT, ND

## CONTACT ME

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861 Rood Avenue  
Grand Junction, CO  
81501

[cnocks@armstrongconsultants.com](mailto:cnocks@armstrongconsultants.com)



# ALLISON THOMAS

## Airport Design Engineer

As an airport design engineer with Armstrong, Ms. Thomas is currently involved in the design and construction of a variety of airport projects ranging from airport navigational aid installation projects to airport pavement construction projects. Ms. Thomas graduated from the Colorado School of Mines in 2016 and is working towards her professional engineer's license.

Ms. Thomas' duties include engineering designs, preparation of construction plans and specifications, cost estimating, writing project design and final reports, preparation of grant applications, capital improvement programs, contract administration and construction project management. Ms. Thomas has experience working with the FAA and the aeronautics departments of the department of transportation for Utah, Colorado and Nevada.

### RELEVANT EXPERIENCE

#### ERIE MUNICIPAL AIRPORT | APRON REHABILITATION

Erie, Colorado (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the apron rehabilitation project on the concrete apron at the Erie Municipal Airport. This project includes replacing the failed concrete panels and joint filling the entire apron.

#### FREMONT COUNTY AIRPORT | PAVEMENT MAINTENANCE - PAPI INSTALLATION

Canon City, Colorado (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the installation of the Precision Approach Path Indicator lights (PAPI) and pavement maintenance project at the Fremont County Airport. This project includes crack sealing, fog sealing and remarking the runway, installing PAPI units on both ends of the runway, and installation of electrical cables to power the PAPIs.

#### ALAMO LANDING FIELD | APRON EXPANSION AND TAXIWAY CONSTRUCTION

Alamo, Nevada (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the apron expansion and taxiway construction project at the Alamo Landing Field. This project includes pavement construction to expand the apron, construct Runway 32 bypass Taxiway, and construct a taxilane. The pavement construction includes calculation, drainage and pavement design, and grading.

#### MINDEN-TAHOE AIRPORT | PAVEMENT MAINTENANCE AND APRON EXPANSION

Minden, Nevada (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the pavement maintenance and apron expansion project at the Minden-Tahoe Airport. This project includes crack sealing, fog sealing and remarking the runway and taxiways, and expanding the eastside apron by approximately 35,000 square yards.

#### WOODHOUSE FIELD | AWOS INSTALLATION

Spanish Fork, Utah (ongoing) | Construction Project Manager

Ms. Thomas is the construction project manager for installation of the weather sensing system (AWOS). This project is constrained by a 30-day completion deadline. This project includes site preparation, cable, conduit and counterpoise installation, installation of the AWOS system and FCC licensing.

### YEARS OF EXPERIENCE

2 Industry, 2 Armstrong

### EDUCATION

B.S. Civil Engineering  
Colorado School of Mines

### CERTIFICATIONS

Engineer in Training:  
CO

### AFFILIATIONS

American Association of  
Airport Executives (AAAE)

Colorado Airport Operators  
Association (CAOA)

### CONTACT ME

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81501

[athomas@armstrongconsultants.com](mailto:athomas@armstrongconsultants.com)



# BRANDON ROBINETTE

Principal Consultant

## YEARS OF EXPERIENCE:

HMMH: 2017-Present  
Wyle Laboratories: 2005-2017

## EDUCATION

B.A. Acoustics, Columbia College, Chicago, 2005

Mr. Robinette's experience includes a broad range of modeling, testing, and analysis services in support of aviation planning programs, NEPA studies, transportation noise, and architectural acoustics.

He has conducted noise-prediction analyses using NOISEMAP (NMAP), the Integrated Noise Model (INM), Military Range NOISEMAP (MR\_NMAP), the Rotorcraft Noise Model (RNM), the Advanced Acoustics Model (AAM), Blast Noise (BNOISE), and provide guidance to stakeholders on the methodologies, limitations and applications of these models in support of public meetings and briefings to policy makers. His skills and expertise include Military and civilian airfield & airspace operating environments military and civilian aircraft operating procedures, environmental and architectural acoustics, transportation noise impact analyses and measurements, National Environmental Policy Act (NEPA) and DoDI Air Installation Compatible Use Zones (AICUZ) Instruction.

Mr. Robinette has conducted field measurements of aircraft flight noise, aircraft engine test facility noise, and other transportation noise sources for various noise assessments and the advancement of noise modeling algorithms and databases. He has developed process and tools for improved screening and validation of noise modeling aircraft flight profiles, and was a key developer of advanced noise simulation video and auralization production tools.

He has authored technical documents detailing noise data, models, methodologies and results of related analyses and provided comprehensive presentations to various stakeholders on studies performed and their application to stakeholder operations, mission, and policy interests. Brandon is fluent in noise modeling software like NOISEMAP, MR\_NMAP, RNM, AAM, BNOISE, INM and he has programming experience with MATLAB, Visual Basic, and Python.

## RELEVANT EXPERIENCE

- Project manager for Denver International Airport Noise Metric Analysis oncall, providing technical services related to noise monitoring and operations (Denver, CO (2017- present).
- Analysis of Proposed RNAV Procedures at Denver International Airport, Denver, CO (2017), Data Analysis and Noise Modeling
- Project Manager for the Burlington International Airport Noise Exposure Map (NEM) and Noise Compatibility Program (NCP) updates, Burlington, VT (2017 - present)
- SUA noise analysis for Temporary Chugs MOA, MA, (2017)
- SUA noise analysis for Temporary Sentry Eagle MOA, OR (2017)
- SUA noise analysis for a Restricted Area overlying the Limestone Hills Training Area, MT (2017 - present)
- Radar data analysis and noise model input development for the Trenton-Mercer Airport Master Plan, Ewing Township, NJ (2018)
- Simulation modeling and noise analysis for proposed helipad at St. Joseph's Hospital Health Center Neonatal Intensive Care Unit, Syracuse, NY (2017)
- Data analysis and noise model input development for the Florida Metroplex aircraft route / airspace management optimization Environmental Assessment (2017)





# EUGENE REINDEL

Vice President

## YEARS OF EXPERIENCE:

HMMH: 1997-present  
The Boeing Company, Noise Engineering Laboratory  
1990-1997

## EDUCATION

M.E., Acoustics, Pennsylvania State University, State College, PA, 1995  
B.S., Physics, Engineering, Pacific Lutheran University, Tacoma, WA, 1989

## AFFILIATIONS

Member, Institute of Noise Control Engineering, 1995-present  
Corporate Member, Southwest Chapter of The American Association of Airport Executives, 2000-present

As Aviation Environmental Services Group Leader, Vice President and Manager of the Sacramento Office, Gene Reindel manages a wide range of aviation noise consulting projects and provides technical support on aviation-related noise studies and noise measurement programs. His professional experience includes 14 CFR Part 150 Airport Noise Compatibility Planning studies, 14 CFR Part 161 Airport Noise and Access Restriction projects, aircraft noise certification measurements using 14 CFR Part 36 requirements, aircraft ground noise studies including low-frequency noise and ground run-up enclosures, residential sound insulation projects, and modeling of aircraft operations noise. He is often involved in preparing for and directing major field measurement programs and advising on the acquisition and analysis of data. Mr. Reindel is a trained facilitator and leads public outreach programs associated with controversial noise studies and programs. Because of his experience and education, Mr. Reindel is a training leader at HMMH and teaches courses in acoustics, sound measurements, and the FAA's Integrated Noise Model (INM).

Before joining HMMH, Mr. Reindel worked at the Boeing Commercial Airplane Company's Noise Engineering Laboratory in Seattle, WA. During his eight years at Boeing, he conducted a variety of work in acoustics and project management, ranging from hearing conservation to aircraft model testing inside an aero-acoustic wind tunnel, and actual aircraft flight tests.

## RELEVANT EXPERIENCE

### Aircraft Noise and/or Flight Track Monitoring Systems

- Centennial Airport, Centennial, CO (2009-2015), Project Manager
- Los Angeles World Airports, NOMS Maintenance Scope of Work, Los Angeles, CA (2010-2011), Project Manager
- Reid-Hillview, East San Jose, CA (2002-2010), Project Manager
- San Antonio International, San Antonio, TX (2002-2010), Project Manager
- Reno-Tahoe International, Reno, NV (2005-2009), Project Manager
- Beijing Capital International, Beijing, China (2004-2008), Project Manager
- East Hampton Airport, East Hampton, NY (2006-2007), Acceptance Test Manager
- San Francisco International, San Francisco, CA (2000-2007), Project Manager

### Airport Noise On-Call and Facilitation Projects

- City of Fresno, Department of Airports, Fresno, CA (2010-present), Principal-in-Charge
- Oakland International Airport, Oakland, CA (2007-present), Project Manager
- Salt Lake City International Airport, Salt Lake City, UT (2003-present), Project Manager
- Raleigh-Durham International Airport, Raleigh, NC (2010-2013), Principal-in-Charge
- Los Angeles International Airport/Community Noise Roundtable, Los Angeles, CA (2009-2010), Facilitator
- San Francisco International Airport, San Francisco, CA (1999-2007), Project Manager





# RHEA GUNDRY

Senior Consultant

## YEARS OF EXPERIENCE:

HMMH: 2009-present  
Guided Discoveries (Physics)  
Instructor: 2009

## EDUCATION

B.S., Physics, Itaca College,  
NY, 2002

## AFFILIATIONS

Member, Society of Physics  
Students, Itaca Chapter,  
2005-2011  
Member, American Physics  
Society, 2005-2011  
Member, Southwest Chapter  
of the American Association  
of Airport Executives  
(SWAAAE), 2013-present

Rhea Gundry joined HMMH in 2009 with a strong background in math and physics. She has participated in projects that have included noise modeling/analysis for airports, aviation noise field measurements and data processing. She has provided technical assistance on a variety of projects by performing aircraft noise measurements and analysis, radar data analysis, and aircraft noise modeling. She has ample field measurement experience and has conducted extensive field measurements in a few of our National State Parks.

Rhea works on a wide variety of environmental noise and air quality projects with an emphasis on aviation noise and National Environmental Policy Act (NEPA) documentation. Her experience ranges from field measurements to modeling programs involving system-wide studies and comprehensive environmental documents.

## RELEVANT EXPERIENCE

- Community Coordination and Noise Office Support, Maryland Department of Transportation, Maryland Aviation Administration, Baltimore/Washington International Thurgood Marshall Airport, Baltimore, MD (2017-present), Project Manager
- On-call Acoustical Consulting Services, Sacramento County Department of Airport, Sacramento, CA (2018-present), Project Manager
- Noise and Air Quality Study for Montgomery-Gibbs Airport and Brown Field Airport Master Plans, The City of San Diego, San Diego, CA (2017-present), Project Manager
- Noise and Air Quality Study for Eugene Airport Master Plan, Eugene, OR (2016-2018), Project Manager
- On-call Acoustical Consulting Services, Broward County/Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL (2009 - present), Project Manager (since 2017)
- 14 CFR Part 150 Noise Exposure Map Update, Fresno-Yosemite International Airport, Fresno, CA (2015-2018), Project Manager
- 14 CFR Part 150 Noise Study, Port Authority of New York and New Jersey, Newark-Liberty International Airport, Newark, NJ (2015 - present), Assistant Project Manager
- Partnership for Quieter Skies Quarterly Reports, Broward County/Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL (2009-2016), Assistant Project Manager, Noise Analysis and Report Developer
- On-Call Acoustical Consulting Services, Oakland International Airport, Oakland, CA (2009-present), Assistant Project Manager, Operations Analysis, Noise Analysis, Noise Modeling and Report Developer, Project Manager (since 2016)
- 14 CFR Part 150 Noise Exposure Map Update, Centennial Airport, Englewood, CO (2015-2016), Project Manager
- 14 CFR Part 150 Noise Study Ontario International, Ontario, CA (2014-2015), Assistant Project Manager
- Noise Monitoring and Flight Tracking System, Centennial Airport, Arapahoe County Public Airport Authority, Englewood, CO (2010-2015), Noise Analysis and Report Developer
- 14 CFR Part 150 Noise Study Great Falls International, Great Falls, MT (2013 - 2015), Assistant Project Manager
- Aircraft Noise Comparison, Truckee-Tahoe Airport, Truckee, CA (2015 & 2017), Noise measurements, analysis and report development
- 14 CFR Part 150 Noise Study San Antonio International Airport, San Antonio, TX (2013-2014), Assistant Project Manager

# OUR APPROACH

## PROJECT CONTROLS

Our team's project management approach ensures targeted results based on quality, budget, and schedule performance. We plan and design for short- and long-term airport needs, staging CXP to meet future demand requirements. From small general aviation airports to large commercial service Part 139 facilities, our guiding principal remains:

"Begin with the end in mind."

In order to demonstrate the capability of the project team, we have assigned John Rostas, to serve as Project Manager for CXP. He has more than 5 years of airport design and experience with airport projects. Mr. Rostas' abilities and experience will be a key to the successful completion of your proposed projects. He will be assisted by Justin Pietz, Principal In Charge, with 18 years of aviation experience.

Mr. Rostas will be supported by Armstrong's staff in Reno, Nevada and Grand Junction, Colorado, that have a combined experience of over 105 years in engineering and planning services. In addition, CXP will be supported, as needed, with their staff of experts throughout the Western Pacific Region.

Mr. Rostas will ensure all planning activities are completed to the satisfaction of CXP and in a timely manner to avoid any project delays. His responsibilities will also include oversight on the preparation of planning drawings for all projects to ensure that the data is properly documented. Mr. Rostas will review and evaluate each project deliverable, as well as any relevant items previously completed for conformance with current standards.



## COMMUNICATION

- Monthly written status memos will be sent to CXP, with a copy to the FAA ADO Program Manager and State Aviation Manager. This keeps all parties informed on project status.
- We perform QA/QC by a minimum of 2 internal engineers that are not associated with the project. This brings fresh reviewers to the project that were not involved with details and daily tasks of the project.
- We start the closeout as soon as the grant is received and update at key milestones as the project proceeds. This allows a timely submittal of the FAA Project Closeout so the client can receive their final reimbursement.
- We provide full time Construction Administration and Observation services. We do not want the construction to be a burden on our client. By providing these services we can help ensure the project is a success.

## DESIGN & VALUE ENGINEERING

Airport design geometrics and critical area standards are outlined in FAA AC 150/5300-13A Airport Design to include Change 1. The standards help assure the airport will function efficiently and provide a safe operating environment.

Airport construction and materials criteria is followed as defined in AC 150/5370-10G - Standards for Specifying Construction of Airports. Airport material specifications are unique and differ from the highway parameters many local contractors are accustomed to utilizing. Our construction personnel work with the materials daily and understand the differences and the testing requirements necessary to achieve a quality project. The specifications will also address any other federal, state or local requirements such as the solicitation of DBE participation, labor rate requirements, environmental permitting, FAA Buy American criteria and other applicable regulations.

## ON-TIME | ON-BUDGET

### Budget and Schedule Foresight

Armstrong examines budget and schedule projections by assessing the project regularly. If it appears the budget or scope is projected to exceed expectations, corrective actions may need to be taken. It is imperative our staff inform the Airport Authority when it appears this may be the case. Armstrong will collaborate with the appropriate team members for value-engineering solutions, to maintain the agreed upon projects.

It may be necessary to reallocate funds by examining "needs" and "wants". However, we have found that in most cases, proactive project management controls allows for an on-time and on-budget project. Armstrong will always inform stakeholders when it appears a project can be completed at a lower cost than what was originally negotiated. We truly believe the success of your airport is our success. We also know how important CIP projects are to the continued growth of the airport, and therefore find opportunities to aid in its future sustainability.



## CONSTRUCTION REVIEWS

Meeting schedules, deadlines, and managing budgets does not stop with the design process. During the construction process, not only is the engineer and CXP staff involved, but the inspector and contractor are also involved. This requires greater communication and coordination. The inspector plays a crucial role in managing the budgets during construction. They are the Owner's representative on-site and are constantly watching the contractor. They are key to making sure the project is moving smoothly. They can often anticipate areas that the contractor may struggle with and communicate this to the engineer before the problem occurs.



# OUR DBE PROGRAM

A DBE program is required for each FAA grant over \$250,000. In addition to the DBE plan, a project-specific DBE goal must be prepared based on the project and DBE plan methodology. We recommend that a new plan and project-specific goal be prepared for the first project under this contract.

We will coordinate your DBE program to comply with relevant federal and state mandates. Our services will include:

- Conducting the initial review and determination of preliminary construction costs for the FY18 projects in order to prioritize goals.
- We will also review goals and accomplishments over the past three years for FAA-funded projects.
- Determining availability of DBE firms in the town's market area and using past award information to reflect expected DBE participation.
- Breaking out race-neutral versus race-conscious. This is dependent on past years' accomplishments and records.
- Reviewing other information sources such as the state DBE Directory and the official Public Works Contractors list for Nevada to locate qualified DBE firms.
- Submitting information to the FAA for approval prior to publishing the DBE goal.

After publishing the DBE goal, Armstrong will insert the most current contract verbiage into the bid documents. Our staff will also be in attendance at the pre-bid meetings for the construction projects to explain and encourage DBE good faith effort to the proposers for proper documentation in their competitive bids. This step will assure that the bidders comply with all aspects of the requirements so the bidding process can progress smoothly. Armstrong will file the DBE accomplishment documentation with the FAA by their required deadline. This information will also be documented in the final project report.

State and Triennial Goalsetting Year	Airports requiring DBE Program	Programs submitted	Programs Accepted	Programs Under Review
Arizona	9	7	0	7
Colorado	13	10	9	1
Idaho	1	1	1	0
Montana	1	1	1	0
Nevada	9	2	0	2
Utah	11	10	8	3
Wyoming	1	1	1	0
New Mexico	16	13	11	2
<b>Total</b>	<b>61</b>	<b>45</b>	<b>31</b>	<b>15</b>
<b>Armstrong key states (CO, UT, NV, NM, AZ)</b>				
<b>The Non Primary Airports</b>				
<b>Total</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>192</b>
ACI does DBE	58	42	28	15
Percent	30%			
Percent of ACI DBE		72%	48%	26%

WE HAVE THREE  
DBE SPECIALIST  
TO ASSIST YOU IN  
MEETING YOUR  
DBE GOALS.



Lara VanEvery  
Airport Design Engineer  
DBE Specialist



Colin Stern  
Airport Design Engineer  
DBE Specialist



Eric Rink  
Airport Design Engineer  
DBE Specialist

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HMMH DBE



STATE OF NEVADA  
UNIFIED CERTIFICATION PROGRAM  
600 S. Grand Central Pkwy., Ste 142  
Las Vegas, NV 89106  
(702) 730-3309



February 2, 2018

Mary Ellen Egan  
Harris Miller Miller & Hanson Inc.  
77 South Bedford Street  
Burlington, MA 01803

Re: Annual Disadvantaged Business Enterprise (DBE) Certification Update

Dear Mary Ellen Egan:

The Nevada Unified Certification Program (NUCP) is pleased to announce that your firm's certification as a Disadvantaged Business Enterprise (DBE) in Nevada has been updated in accordance with 49 CFR Part 26. Your certification number is NV20068114NUCP, and your firm is certified in the following areas:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES  
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES  
NAICS 541690: OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES  
NAICS 541712: RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT BIOTECHNOLOGY)  
NAICS 541990: ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

Your firm will be listed in Nevada's Certified Vendors Directory which can be accessed via the internet at [www.nevadadbe.com](http://www.nevadadbe.com). So long as the firm is listed, it is considered DBE/SBE certified by all NUCP member agencies.

DBE/SBE certification is continuous from the date of this letter, but is **contingent upon the firm renewing eligibility annually**, by or before your annual certification date January 26, 2019. You will be notified in advance of your obligation to continue eligibility by submitting a No Change Affidavit (NCA). Failure to submit forms and/or change of information will be deemed a failure to cooperate under the Regulation and may result in your firm being decertified.

DBE/SBE certification is NOT a guarantee of work, but enables your firm to compete for, and perform, contract work as a DBE contractor, subcontractor, consultant, subconsultant or material supplier on all USDOT Federal Aid (FAA, FTA and FHWA) as well as state funded projects in Nevada.

If, at any time, there is a material change in your firm, including, but not limited to, ownership, officers, directors, scope of work being performed, daily operations, affiliations with other businesses or individuals, or physical location of the firm, you must notify this office in writing without delay and in no event not more than 30 days from the change, and must include supporting documentation. You will receive timely instruction as to how you should proceed, if necessary.

The NUCP reserves the right to withdraw this certification if at any time, it is determined that certification was knowingly obtained by false, misleading, or incorrect information. DBE/SBE certification is subject to review at any time.

We wish you great success as a Nevada certified DBE. Please contact me at (702) 730-3309 or [PDeLaCruz@dot.nv.gov](mailto:PDeLaCruz@dot.nv.gov) if you have any questions or need additional information.

Sincerely,

PAULITA A. DE LA CRUZ  
DBE Specialist  
NDOT External Civil Rights Division

# OUR EXPERIENCE

## REPUTATION

Armstrong and our staff are highly regarded among airports throughout the western United States. We are known for identifying and resolving complex issues before they impact the timing and budget of airport projects. Our on-going working relationships with the State Department of Transportation and FAA representatives strengthens with the onset and completion of each project.

Consistent delivery of high quality projects and a high-level of client service are two key benefits of partnering with Armstrong on your airport improvement projects. The FAA has consistently commented on the exceptional quality of our planning

documents. As an established and highly regarded airport consulting firm, we are well aware of the ever-increasing competitiveness in the marketplace. In order to maintain a strategic advantage, we continue to build upon our strong corporate culture and focus on optimizing client satisfaction.

In order for our firm to secure recurring on-call services contracts, we retain top-notch talent, continue to develop in-depth industry experience, and maintain effective project management skills. We take pride in our ability to help our clients meet growing demand and support economic development.



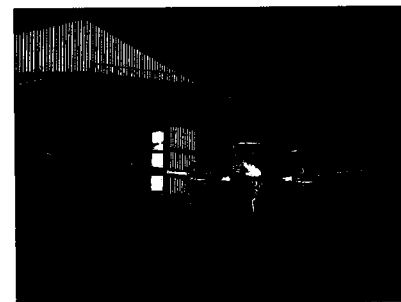
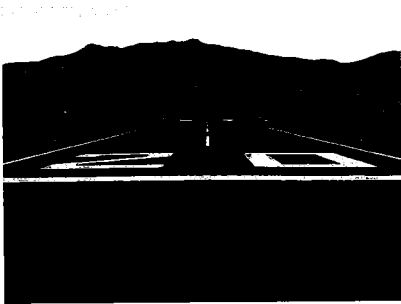
## COMMITMENT TO NEVADA

The Armstrong team builds an enduring connection to the community, we don't just show up when a project needs to be done. Armstrong employees have a strong commitment to improving the economy and stature of the state, evidenced by our involvement in numerous airport advocacy groups.

What does that mean for you? We're invested in your success in a way that outsider consultants simply can't be. Your airport and your community are both special. CXP contributes significantly to the state's overall economic health.

We're proud of being the largest airport-exclusive engineering and planning firm in the state. Our team of highly qualified engineers, planners, and CAD technicians will provide you with the unparalleled personal attention you need to get the job done right the first time, every time.

## REFERENCES



**D. STEPHEN WEST, FORMER CITY MANAGER | ENGINEER**  
CITY OF WINNEMUCCA

"The City of Winnemucca has had the pleasure of working with Armstrong on numerous airport capital projects in the past and has found their expertise and professionalism to be outstanding. Due to their proven ability to obtain FAA grant funding and to design/complete our airport construction projects in an efficient manner, the Airport Board has continued to re-appoint them as our airport consultant for the past two decades."

**WENDY RUDDER, AIRPORT MANAGER**  
LINCOLN COUNTY AIRPORT

I have worked with Armstrong Consultants for many years and have always been impressed by the knowledgeable and personable staff. Our projects were well planned and executed. They have always gone beyond their contractual responsibilities to help our Airport Authority with anything we needed.

**STEVE HORNE, FORMER CHAIRMAN**  
HUNT FIELD AIRPORT

Armstrong Consultants is an exceptionally professional organization. We have been very impressed with their knowledge, direction, timeliness and follow-up on joint projects. Armstrong communicates with their clients continuously, which is much appreciated. We know that when we have any engineering needs at Hunt Field that we are in good hands with Armstrong.

**BOBBI THOMPSON, AIRPORT MANAGER**  
MINDEN-TAHOE AIRPORT

Minden-Tahoe recently adopted a new master plan for the airport under the leadership of Armstrong Principal, Justin Pietz. Our airport has over 400 based aircraft and more than 90,000 annual operations. Our local community is active and vocal on development issues, and Justin was always ready to listen. Justin and his staff worked with the airport and County staff to develop and implement an effective airport user and public outreach program. This resulted in a unanimous approval of our new master plan, in just over one year from start to finish. I am very satisfied with the outcome of the plan, and I feel that it will provide invaluable guidance and a systematic approach for the future development of our airport. I highly recommend Armstrong Consultants for all aviation related engineering and planning work.

## REFERENCES

LANCE GALE  
Airport Manager  
White Pine County  
775.293.0472  
lgale@whitepinecountynv.gov

WENDY RUDDER  
Vice Chairman  
Lincoln County Airport Authority  
775.725.3774  
wendyrudder.laigroup@gmail.com

BOBBI THOMPSON  
Airport Manager  
Minden-Tahoe Airport  
775.782.9871  
bthompson@douglasnv.us





# QUALITY PERFORMANCE

Quality, while often a subjective or abstract consideration, ultimately represents how close the completed project meets your needs and expectations, and how efficient and effective the delivery of the project was.

Our objective, and measure of quality, is to deliver you the following:

- Planning documents completed in accordance with FAA standards and specifications
- On-time and on-budget projects
- Cost effective planning solutions
- A safe and functional infrastructure improvement
- Community centered collaboration and communication
- Fulfillment of the purpose and needs for which each project was initially undertaken

Quality does not just apply to the final completed project, but also to the process under which the project was delivered.

## AWARD-WINNING PROJECTS

Armstrong has been privileged to receive multiple awards for the high quality airport improvement projects we have completed. These awards are not only a representation of our work, but also reflect the attention to detail and exceptional level of customer service we offer our clients.

More important than the project awards are the long-term relationships we have built with our clients and the airports we have helped them to develop. Our planning, engineering, and construction administration professionals excel at providing incomparable expertise in each field. With the support of your project manager, Armstrong works diligently to deliver the level of service you require.

## VALUE-ADDED, IN-HOUSE SERVICES

To stay on schedule, and keep you informed about the status of your project, our planners and engineers work collaboratively to evaluate feasible planning options.

We utilize a full array of in-house capabilities to complete design engineering:

- Airport Planning
- Environmental Programming
- Land Acquisition
- Economic Analysis
- Computer-Aided Drafting (CAD)

*A responsive, nimble team that is ready to meet your needs.*

When problems arise, our team members will communicate quickly to solve them, keeping your projects moving forward.

## COMMUNICATION

The ability of a consultant to effectively communicate with an on-call client is paramount. Projects stay on schedule by prioritizing weekly or bi-weekly project briefings. These briefings typically include the status of the project, any critical issues, time-sensitive decisions, overall schedule, and budget.

## ACCESS TO OUR ENTIRE STAFF

Our job goes beyond putting plans together, or writing a report that gets placed on a shelf. As an employee-owned firm, every team member is personally invested in providing you with the best possible service. Our goal is to become a consistent and reliable resource that becomes an extension of CXP's staff.

## RECENT AWARDS

2014	2016	2016	2017
Colorado Asphalt Paving Association <i>Airport Project of the Year</i>	ACEC-AZ <i>Engineering Excellence Grand Award</i>	Colorado Asphalt Pavement Association <i>Best in Colorado Award</i>	ACEC-NM <i>Engineering Excellence Merit Award</i>
Fremont County Airport Cañon City, Colorado	Navajo Nation Airport System Master Plan Arizona and New Mexico	Yuma Municipal Airport Runway 16-34 Reconstruction Yuma, Colorado	Taos Regional Airport Taos, New Mexico

# OUR PROJECTS

QUALITY PROJECTS | LAST 5 YEARS

Since 2013, Armstrong has completed 23 Airport Master Plans and 15 Airport Layout Plans.



Armstrong Office



AMP/ALP Location

State	Airport	Year	AMP	ALP
AZ	Ak-Chin Regional	2013	■	
AZ	Bisbee Douglas International	2015	■	
AZ	Casa Grande Municipal	2015		■
AZ	Cochise County	2015	■	
AZ	Navajo Nation	2015	■	
AZ	Phoenix Goodyear	2016	■	
AZ	Polacca	2017		■
AZ	Show Low Regional	2017	■	
CO	Las Animas-Bent County	2015		■
CO	Burlington-Kit Carson County	2018	■	
CO	Brush Municipal	2014		■
CO	Springfield Municipal	2013		■
CO	Craig-Moffat County	2017	■	
CO	Granby-Grand County	2015	■	
CO	Durango-Animas Airpark	2014	■	
CO	Leadville-Lake County	2013	■	
CO	Limon Municipal	2015	■	
CO	Wray Municipal	2016	■	
CO	Yuma Municipal	2015	■	
ID	McCarley Field	2017		■
ID	Lewiston-Nez-Perce County	2016	■	
NV	Alamo Landing Field	2018	■	
NV	Derby Field	2013		■
NV	Ely Airport	2013		■
NV	Hawthorne Industrial	2014		■
NV	Lincoln County	2013		■
NV	Minden-Tahoe	2015		■
NV	Owyhee	2013		■
NV	Silver Springs	2017	■	
NV	Winnemucca Municipal	2013	■	
NM	Navajo Nation	2016	■	
NM	Alamogordo-White Sands Regional	2017		■
NM	Springer Municipal	2015		■
NM	Ohkay Owingeh	2017		■
UT	Bryce Canyon	2016	■	
UT	Escalante Municipal	2015	■	
UT	Milford Municipal	2013	■	
UT	Moab-Canyonlands Field	2014	■	

## **MINDEN-TAHOE AIRPORT**

Minden, Nevada

### **AIRPORT MASTER PLAN**

Armstrong is currently providing master planning services at the Minden-Tahoe Airport in Minden, Nevada. The narrative report provides evaluation for development items in a concise document for quick reference by County officials. Key planning elements include protection for a runway extension, future elimination of taxiway hot spots, and protection of non-aeronautical revenue generation parcels. The master plan also includes an extensive evaluation of the future landside development including future hangar, apron and air tanker base development along the east side of the airport. Minden-Tahoe Airport sees over 90,000 annual operations, has over 400 based aircraft, and over 250 based tenants.

## **WINNEMUCCA MUNICIPAL AIRPORT**

Winnemucca, Nevada

### **AIRPORT MASTER PLAN**

The City of Winnemucca desired to update the Winnemucca Municipal Airport Layout Plan to address key issues, objectives, and goals pertinent to the airport's development. The Scope of Work included a detailed effort to successfully complete the Airport Layout Plan and brief narrative, addressing the needs of the community and providing a program for realistic development. The scope included selected drawings from the Airport Layout Plan drawing set, a brief narrative, preparation of a six-year Capital Improvement Plan (CIP) with recommended project years and a 20-year overall recommended development plan.

## **GRANBY-GRAND COUNTY AIRPORT (EMILY WARNER FIELD)**

Granby, Colorado

### **AIRPORT MASTER PLAN**

Armstrong provided master planning services at Emily Warner Field in Granby, Colorado. This airfield is located in the north-central region of the state in Grand County and is situated on a mesa approximately 200 feet above the town of Granby. Primary airport users include business and recreational flyers, air ambulance services, and flight trainers, with most residing in Grand County. The airport is considered a destination for visitors to local attractions including Rocky Mountain National Park and ski areas such as Winter Park. Tourism is the primary economic driver in Grand County, with year-round natural attractions providing a significant amount of financial benefit.

The AMP provided a thorough investigation of general aviation trends in both the State of Colorado and in Granby. The AMP determined the necessary amount of hangars to be developed to accommodate existing and forecasted demand. Armstrong evaluated five potential hangar development sites on the airport property. Utilizing the Aeronautical Survey completed as a part of the AMP, a detailed topographical analysis was performed to narrow down the potential sites to three optimal areas which would be economically feasible and provided a safe and efficient operating environment. The Master Plan was completed in early 2018.

Emily Warner Field's master plan includes recommendations for:

- Construction of full-length parallel taxiway
- Instrument approach procedure
- Landside development including hangar development

#### **KEY PERSONNEL:**

**Justin Pietz**

**John Rostas, C.M.**

## **CANYONLANDS FIELD**

Moab, Utah

### **AIRPORT MASTER PLAN**

Armstrong provided master planning services at Emily Warner Field in Granby, Colorado. This airfield is located in the north-central region of the state in Grand County and is situated on a mesa approximately 200 feet above the town of Granby. Primary airport users include business and recreational flyers, air ambulance services, and flight trainers, with most residing in Grand County. The airport is considered a destination for visitors to local attractions including Rocky Mountain National Park and ski areas such as Winter Park. Tourism is the primary economic driver in Grand County, with year-round natural attractions providing a significant amount of financial benefit.

The AMP provided a thorough investigation of general aviation trends in both the State of Colorado and in Granby. The AMP determined the necessary amount of hangars to be developed to accommodate existing and forecasted demand. Armstrong evaluated five potential hangar development sites on the airport property. Utilizing the Aeronautical Survey completed as a part of the AMP, a detailed topographical analysis was performed to narrow down the potential sites to three optimal areas which would be economically feasible and provided a safe and efficient operating environment. The Master Plan was completed in early 2018.

Emily Warner Field's master plan includes recommendations for:

- Construction of full-length parallel taxiway
- Instrument approach procedure
- Landside development including hangar development

## **ELY AIRPORT | YELLAND FIELD**

Ely, Nevada

### **AIRPORT MASTER PLAN**

The narrative report provided evaluation for development items in a concise document for quick reference by County officials. Key planning elements included protection for a runway extension, decoupling intersecting runways, and protection of non-aeronautical revenue generation parcels.

## **LINCOLN COUNTY AIRPORT**

Panaca, Nevada

### **AIRPORT MASTER PLAN**

The document served as guidance for County officials to determine future airport development objectives to support the local region. Key planning elements included a runway analysis for aerial firefighting operations and challenging topographical constraints impacting important airspace surfaces.

#### **KEY PERSONNEL:**

**Justin Pietz**

**John Rostas, C.M.**

# PROJECT APPROACH

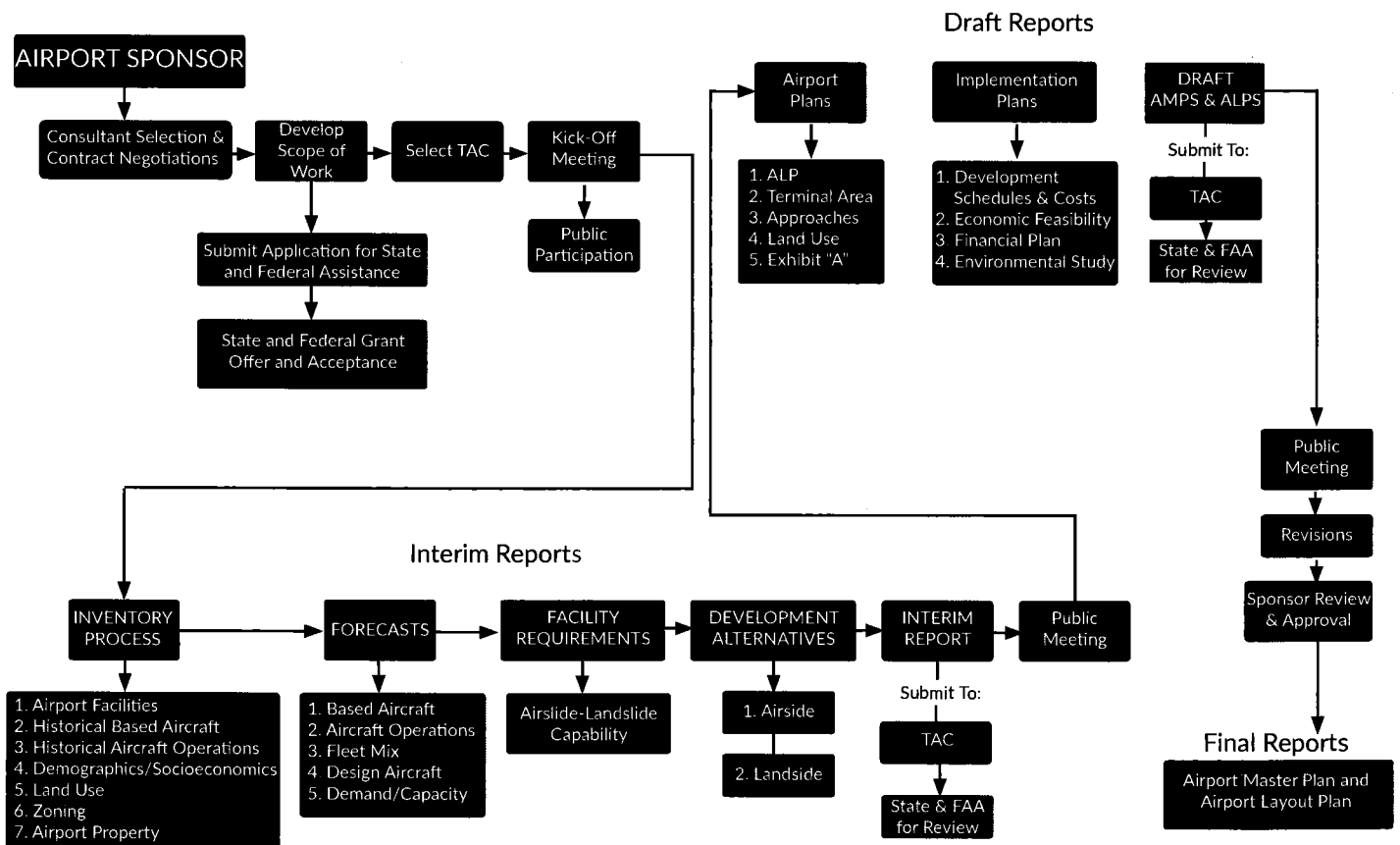
## INVENTORY OF AVIATION ASSETS

The inventory of airport assets serves as baseline data in which the entirety of the Airport Master Plan (AMP) is developed upon. The necessity of accurate and comprehensive information concerning the airport and surrounding settings is critical. Throughout Armstrong's history at CXP, we have gathered a substantial amount of information and local understanding, that no other firm can match. Because of this depth of knowledge, we can ensure efficiency, quality, and integration of the community's vision into your AMP.

## AVIATION ACTIVITY FORECASTS

To better understand CXP's future demand, an aviation activity forecast will be developed for based aircraft and annual operations. Armstrong will identify local, regional, and national trends in aviation, to provide an indication of future activity. Determining an accurate aircraft fleet mix is a crucial step in this process. All airport development is based on the most demanding aircraft regularly utilizing the airport. Most uncontrolled airports only have estimates of actual aircraft activity. Armstrong will utilize FAA databases including the Traffic Flow System Management Count and observation records by the FBO staff. This data will provide the airport and FAA with the most accurate aircraft activity information available and will result in reduced time spent estimating operations. The FAA is required to approve the forecast before the plan can be finalized. The use of this accurate information will be critical in establishing the purpose and need for later environmental analysis of airport development projects. In doing so, the use of this data will reduce the necessity of forecast revalidations, streamlining future project timelines.

## AIRPORT MASTER PLANNING - THE ROUTE TO SUCCESS



## **FACILITY REQUIREMENTS**

The Facility Requirements chapter utilizes results of the inventory and forecast chapters, along with established planning criteria, to determine existing and future airport needs through the 20-year planning period. Airside facilities, such as; runways, taxiways, aircraft parking aprons, navigational aids, and lighting will be reviewed to determine their adequacy for the future. Landside facilities such as hangars, surface access, parking, utilities and other related items will also be examined. All airfield items are evaluated based on FAA standards. Time frames for development needs are broken down into short, medium, and long-term planning periods.

## **AIRPORT ALTERNATIVES**

Facility needs identified during the Facility Requirements will be evaluated to provide the airport with a range of alternatives for accommodating recommendations. Alternatives will be split into airside alternatives and landside alternatives. They will be presented based on technical feasibility, economic and fiscal impacts along with potential environmental impacts. Armstrong will work with the Airport Authority, FAA, and the community to develop various facility and site plan configurations. Based on this collaboration process, the proposed development of alternatives will be prepared.

## **AIRPORT LAYOUT PLAN (ALP)**

Based on the selection of the preferred development the ALP drawing set will be completed. This depicts the overall layout of the existing and future facility, a detailed terminal area plan, airspace analysis, inner approach evaluation, on and off airport land use, and

an airport property map. The ALP will ultimately be approved by the Airport Authority and FAA then used in guiding CXP towards future capital improvement projects. This document is required by the FAA for future grant funding. Due to Armstrong's experience in developing ALPs in Nevada, the Authority can expect a deliverable that is ready for FAA approval.

## **FINANCIAL DEVELOPMENT PLANS**

The AMP will include a Financial Development Plan, detailing schedules, costs and funding sources for each recommended project. Because we complete over 70 AIP projects We will use our knowledge of potential funding sources to analyze financial strategies for successful implementation of the financial development plan. This will be used to help CXP identify projects to be identified on the 5-year ACIP.

## **PROCESS**

In a typical airport planning process, we build a comprehensive understanding of your airport to identify project needs, priorities, and schedules. We work together with all airport stakeholders to communicate airport needs, gather feedback and develop consensus on a solution. The goal of this effort is to generate a realistically-sequenced project schedule, obtain local and agency project support and position your project to compete for funding. Projects will be identified on your Capital Improvement Plan (CIP) during the planning phase. Stakeholder communication is a critical component to any project. Our team utilizes innovative tools, including customized 3D image visualizations, to communicate with project stakeholders.

Our team will develop practical planning solutions that will:

- » Develop realistic aviation activity forecasts.
- » Analyze and prioritize your project needs.
- » Efficiently evaluate and screen development alternatives using visual tools.
- » Identify project-triggering events to assist with development sequencing.
- » Develop stakeholder buy-in to proposed airport development
- » Craft documentation that helps your airport compete for limited funding.
- » Formulate customized airport planning solutions for your airport – not boilerplate conclusions.
- » Our airport planning services team has helped develop sound project justification and funding for numerous airport improvements.

## ENVIRONMENTAL ASSESSMENT

An Environmental Assessment (EA) will be performed for those projects requiring an in-depth environmental analysis. The EA will be performed in accordance with the National Environmental Policy Act (NEPA). The process will be completed in accordance with FAA guiding documents and regulations, as we evaluate the defined 23 environmental categories.

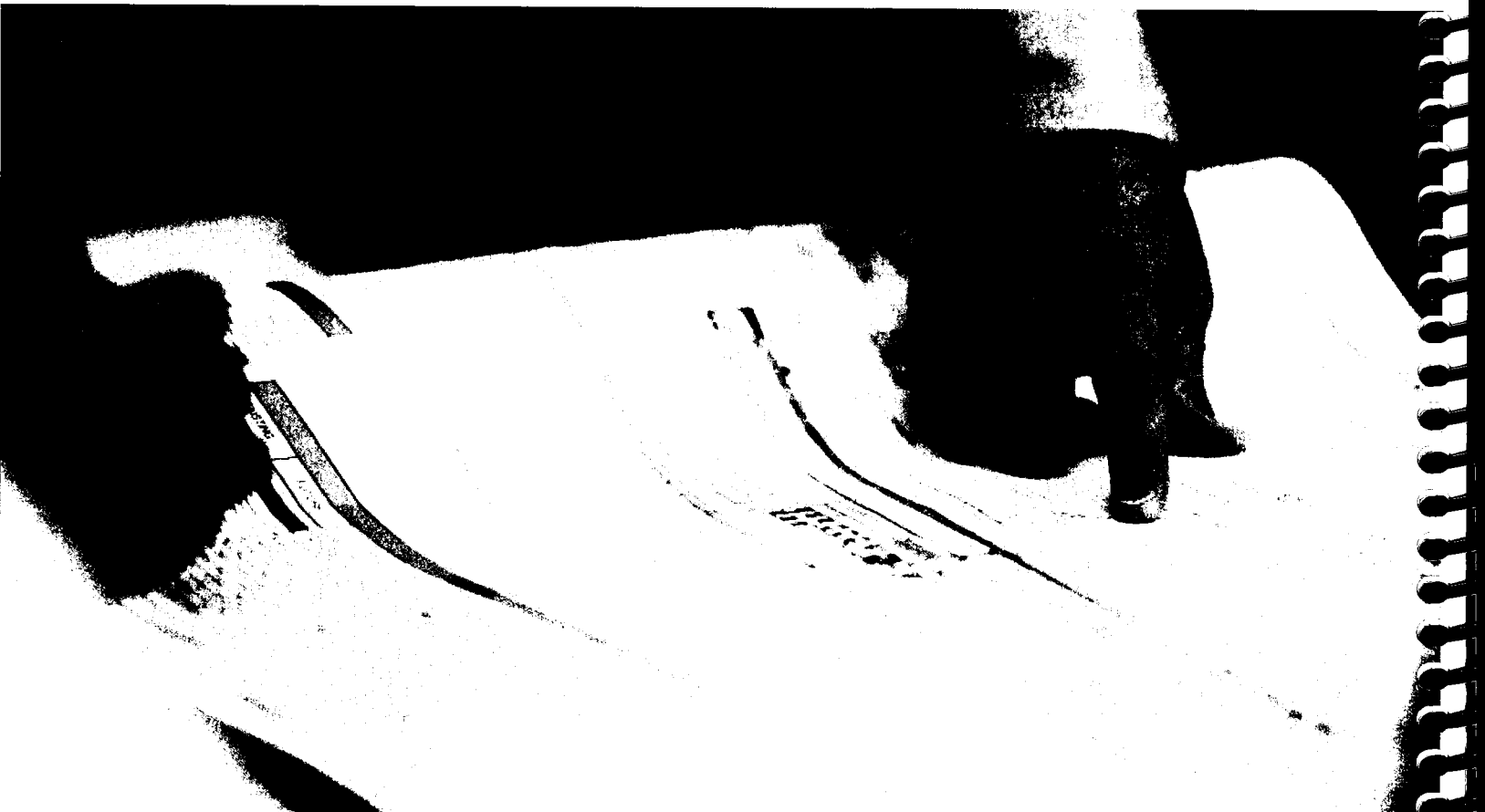
The EA will include the following sections:

- Purpose and Need
- Proposed Action
- Affected Environment
- Environmental Consequences
- Appendices

## LAND ACQUISITION

Your airport may need to acquire land for economic development projects or because of noise compatibility efforts. If you are receiving federal assistance through AIP grants, your airport must comply with a strict set of rules to ensure grant eligibility of the acquisition cost.

Armstrong is a veteran when it comes to land acquisition. Sponsors choose to have our firm manage these types of projects because of our familiarity of the FAA process and procedures – and our ability to successfully negotiate with land owners. We have acquired more than 124 parcels of land for approximately 40 airports without resorting to eminent domain. We also work hand-in-hand with the FAA, maintaining records and obtaining approvals of non-aeronautical land uses on airport property. We track release of existing airport property to be sold and facilitate through-the-fence (TTF) agreements.





# YOUR AIRPORT

## OUR FAMILIARITY

After several visits to CXP for facility evaluations and meetings with airport staff, Armstrong has a solid understanding of what the airport is today, and more importantly, what the Airport Authority wants it to be. The Carson City airport is the "Capital City" airport, and as such, it provides a vital transportation link for conducting business in the State of Nevada. The State Aviation Department is based at CXP and provides access to State aircraft for the conduct of business across the State. CXP also provides easy access for industry to reach State officials in support of Nevada's economic development efforts. The continued growth of the Tahoe-Reno Industrial Complex east of Carson City will continue to provide opportunities for CXP to support economic growth in northern Nevada. CXP can strategically position itself to support the economic development underway by understanding the needs of the businesses relocating to our region and planning to meet those needs.

Armstrong has reviewed the current Airport Capital Improvement Program (ACIP) and Airport Layout Plan (ALP) and is prepared to work closely with the Airport Authority to complete the current projects and make recommendations for adjusting priorities based on the Airport Authority's goals and objectives. Of particular interest is the property east of Taxiway B with deeded access to the airport. Airport staff has indicated this property restricts the Authority's ability to develop airport land on the east side of Taxiway B due to the "deeded access". Armstrong's in house planning group will work closely with the Airport Authority and FAA Airport District Office to identify options to procure this 46 acre parcel and eliminate any potential for additional "through the fence" airport access. Armstrong will also work to develop the appropriate access plan for the hangar area between Taxiways C and D. This area is currently "land locked" by aircraft movement areas, and will require detailed planning in order to separate the vehicle and aircraft traffic to enhance the safety of ground operations. Armstrong has completed a preliminary plan for both the area between Taxiways C and D and the area east of Taxiway B to show the potential these areas have for hangar development. This preliminary plan is included in our Planning Services Statement of Qualifications.

With over 450 based aircraft and close to 300 operations a day, CXP is a busy General Aviation airport. With State, business and private aircraft operations, all airport projects impacting airport operations will need to be closely coordinated with airport users to mitigate operational impacts. The multiple Fixed Base Operators, flight school and other tenants will be involved in every aspect of project planning and phasing. Armstrong has the experience to work with airport stakeholders to insure operations are impacted in the least possible way, while delivering quality projects on time and budget.



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## OUR UNDERSTANDING

CXP's future airport planning tasks will largely be focused on ensuring upcoming improvement projects have environmental clearance by the FAA. This will include completing environmental Categorical Exclusion (CATEX) forms for the projects. Based on the list of upcoming projects, and discussions with airport staff, the projects appear to focus on rehabilitating existing pavements. This typically requires minimal environmental evaluations. In order to expedite review and concurrence with the State Historic Preservation Office (SHPO), it will be important to complete historical and cultural evaluations. Our staff understands what the FAA and SHPO are looking for during the environmental review process to move a project forward without delay.

Planning tasks will also include updating your Airport Layout Plan (ALP), as projects are completed. Keeping the ALP updated is not only an FAA requirement, but also confirm existing and future needs. As each project is completed, the Armstrong team will ensure plans are updated by working closely with the engineering staff. Having both planning and engineering under one roof is advantageous for both timeliness and quality. Our planning staff will develop and submit the required 7460-1, Notice of Proposed Construction, for all construction and development projects.

Airspace protection is critical to avoid impacts to existing and future instrument approach procedures. We will help make sure airport development is configured to avoid impacts and future constraints.

Over the last five years, we have successfully completed five ALP updates, with Narrative Reports, within the state Nevada. Our vast experience in these projects will help avoid unforeseen impacts to the project cost and schedule. Typically these updates are necessary to ensure plans are consistent with current FAA design standards and validate future development. This will ensure significant plan changes are not warranted, including any necessary acceleration or deceleration of project schedules. We will update your ALP and Narrative with project cost changes, to utilize during development of future CIP planning. We would recommend including a cultural resources survey, as part of the ALP update with Narrative to incorporate future CATEX's. Land acquisition is listed for approximately 38 acres to the west of the airport. Armstrong has a long successful history of acquiring land for future airport development and approach protection. Our process for acquiring land aligns with the requirements of the FAA. We continually inform all involved parties during the acquisition process, including the land owner, airport, and key stakeholders. The land acquisition process typically takes 6-12 months to complete, provided all requirements are accounted for, including; surveys, appraisal, review appraisals, and closing documents. Armstrong has been involved in the acquisition of over 124 parcels with no eminent domain procedures required.

### Conceptual Development


The conceptual development concepts shown on the attached 11x17 layout include future corporate hangar development, future snow removal equipment building development, potential relocation of the existing AWOS and the acquisition of land for future hangar development. The conceptual development also includes the imaginary surfaces needed for protection in the event the airport is upgraded to a Category C-II airport reference code.





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 FUTURE HANGAR / BUILDING  
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CARSON AIRPORT	
CARSON CITY, NEVADA	
CONCEPTUAL DEVELOPMENT	
SCALE: PER DRAWING	DWG: 00052018
DATE: 05/2018	FILE: EXHIBIT - 1
CHKD: JDP	APP'D: MISC. REQUEST